

## Community Planning Partnership: Joint Delivery Team/Strategic Board Meeting

**Date:** JUNE 2015

**Subject:** Third Sector Interface (TSI) Community Planning Improvement Programme

**Purpose:** To support the delivery of TSI Community Planning Improvement Programme Improvement Plan for the Scottish Borders.

### 1. Introduction

#### 1.1 Programme background:

The Community Planning Improvement Programme is a joint initiative between the Scottish Government Third Sector Unit, Voluntary Action Scotland (VAS) and the Improvement Service (IS). The programme is focused on improving the impact of TSIs on community planning and on better outcomes for local communities across Scotland.

Borders Third Sector Partnership (BTSP) is the Borders TSI and is one of five TSIs selected to participate as local partners in the co-design and development of key phase one programme deliverables including aspects of self-assessment, improvement planning and benchmarking.

The first year of this national pilot programme will specifically deliver:

1. A collaboratively developed self-assessment and improvement planning model
2. A benchmarking framework
3. TSI-led self-assessment
4. TSI-led improvement planning, with each partner TSI developing its own improvement plan
5. Opportunities for TSIs to share learning and build confidence in improvement activity
6. A clearer view on the reform of community planning.

Together such measures will achieve greater clarity around the role of TSIs, greater knowledge of 'what works' and a stronger focus on how TSIs and the third sector support better outcomes.

The Borders TSI has completed the first 3 steps of the programme. This document outlines the context of the Improvement plan which places a strong focus on the outcomes and priorities established through the self-assessment stages (surveys and focus groups).

- **Step 1: Awareness Raising and Initial Assessment**
- **Step 2: Assessment Review and Consensus Planning**
- **Step 3 Improvement Planning and Implementation**

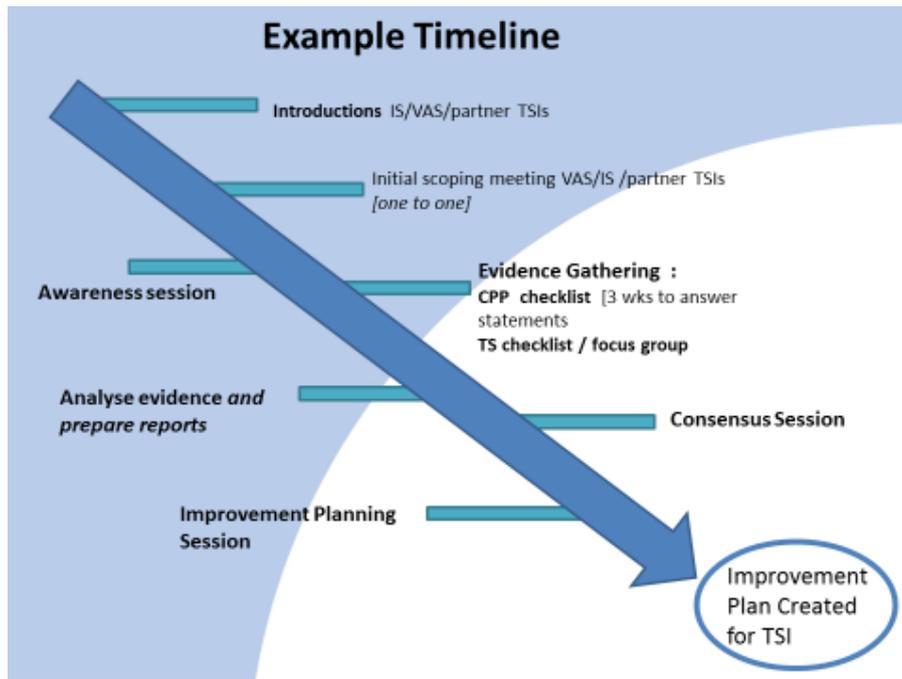
#### 1.2 Methodology

The programme developed a self-assessment and improvement planning approach by combining the expertise of improvement planning from IS and the co-production expertise of VAS. The approach that was developed generated a process which achieved the programme aims.

Throughout the development of the programme VAS and IS sought input from TSIs and community planning partners to ensure that each stage is appropriate to both third sector and partner involvement.

All TSIs across the network were encouraged to engage in developing the checklists so that the questions asked of community planning partners and third sector partners were pitched appropriately.

The approach took partners through a programme delivery so that it progressed through defined stages, which for simplicity of communication we represent as:



This process is unique to this programme and recognises the value of the position of the TSI in facing both the CPP and the third sector at the same time, building on its position of being able to bring both these networks together to agree and shape change. Each of the sessions within the pathway was facilitated by VAS and IS. This external facilitation allowed the TSI to remain a participant in the sessions alongside other local partners. As external facilitators VAS and IS were also able to use their role to constructively challenge assumptions or entrenched positions.

## 2. Programme deliverables:

The programme has an Outline Business Plan supported by a detailed Operational Plan. This has included delivering a range of facilitated sessions quickly and efficiently, taking participating partners through the improvement planning process. Using this approach has enabled partners to fully participate in an exploration of key challenges that they may not otherwise have tackled.

### 2.1 Summary of the key aims of the programme:

- Help improve the impact of TSIs on Community Planning and on better outcomes for local communities across Scotland
- Develop a clear and shared definition of the TSI and wider third sector role in community planning and feed this into the work of the National Community Planning Group and wider advocacy work of VAS
- Support TSIs to fully embed an outcome focus in their governance, planning, performance management and resourcing, ensuring they are better designed to work with Community Planning partners to support the delivery of the outcomes set out in the Single Outcome Agreement (SOA) and in support of the relevant National Outcomes.
- Develop an improvement plan for each TSI that bridges across Community Planning partners locally
- Help Community Planning partners to better understand how they can improve third sector engagement and involvement
- Build skills and capacity within VAS and the TSIs to support change and improvement
- Develop and share knowledge of 'what works' and why in relation to building the third sector relationship with Community Planning, public sector change and preventative activity

### **3. Deliverables & Outcomes**

**3.1** Since the programme began in the five pathfinder localities significant progress has been made on delivering the activities outlined in the original Outline Business Case.

From the process several conclusions have already been acknowledged regarding outcomes and reach delivered by the programme, including:

**3.2** This improvement programme demonstrated the unique position of the TSI within the CP partnership - it faces both the wider third sector and the CP partnership at the same time, a position no other partner has. This position has led to the programme issuing two checklists – one to gather views of CP partners, and the other to gather views from across the third sector.

**3.3** Participating in the programme has helped to improve relationships between the TSI and the wider third sector, and relationships between CP partners and the TSI.

**3.4** The programme has enabled statutory partners to see things from the perspective of the TSI, helping to increase awareness and knowledge of the role of the TSI and the wider third sector. This is leading partners to consider how best to approach and improve third sector engagement and involvement in community planning.

**3.5** As the programme had taken an outcome focussed approach, this has led to Improvement Plans that are also outcomes focussed. The facilitated discussions that led to the development of these plans led to most partnerships reducing the number of priorities to maintain an outcome focus across their work and providing a practical approach to do so.

**3.6** As part of the discussions in the facilitated sessions TSIs, third sector organisations and statutory partners all recognised that their knowledge, data and evidence is not joined up enough to inform priority setting or commissioning. Better use of data and knowledge and aligning the collection of these has been acknowledged as a concrete action that all can take to improve the impact of the third sectors valuable local insights on community planning.

### **4. Partner Involvement – Scottish Borders**

**4.1** Twelve community planning partners were identified in the Scottish Borders and invited to be part of the programme. 46 individuals representing 12 Partners took up the invitation, attended the various sessions and completed the checklist.

**4.1.** As partners went through the delivery process, actions were agreed through a consensus session, facilitated by VAS and IS.

**4.2** Partners attended a final session to set priorities which would ultimately create the draft Improvement Plan for the Scottish Borders. 8 TSI staff was involved in this session.

**4.3** IS provided a first draft Improvement Plan based on feedback from the CPP Partners at the consensus sessions. The TSI further developed the Plan to incorporate detail from the annual TSI Workplan submitted to Scottish Government Third Sector Unit. This draft document was then approved through our TSI governance procedures.

## **5. Key priorities for the Borders Third Sector Partnership (TSI) Community Planning Improvement Plan**

**5.1** Through consensus, partners agreed on a number of key priorities which can be summarised under the following headings:

- Communication
- Representation
- Accountability

**5.2** The TSI Improvement Plan for the Scottish Borders will be delivered through a flexible and adaptable work plan; this will enable the Third Sector and CPP to react quickly and effectively to a changing environment. Initially the key actions under these priorities are:

### **Communication Outcomes:**

- Increase Third Sector awareness and understanding of the Community Planning Process and the role of the TSI and promote wider engagement
- Increase awareness within CPP of the breadth of Third Sector activity in relation to CPP priorities, Reducing Inequalities, Economy and Low Carbon and Future Services
- Develop a Third Sector/CPP communication strategy which will engage and inform stakeholders
- The Third Sector has a greater understanding of the TSI, its structure and function in relation to community planning.
- The Third Sector understands community planning, their place within the process and the forthcoming changes delivered through the Community Empowerment Bill.
- Increased awareness within Third Sector of how procurement policy can add value to communities.
- Wider CPP stakeholders have increased awareness and understanding of TSI/Third Sector.
- Accessible, meaningful, timely, accurate data and communication methods between CPP and Third Sector are established to ensure improved communications moving forward.
- All CPP Partners and stakeholders have improved access to information

### **Representation Outcomes:**

We will establish new ways to develop the capacity of the third sector to contribute effectively to Community Planning and ensure the growth, prosperity and development of the Scottish Borders.

- Ensure correct representation, engagement and participation of the TSI/third sector on the various CPP Theme Groups/working groups, ensuring representatives are briefed appropriately in a timely manner and have all necessary information for that involvement.
- Work with CPP Partners to ensure Third Sector involvement in the local delivery of services. Provide support to new initiatives for example the Scottish Borders Council Localities approach to improvement in services.
- Work with CPP Partners to raise universal awareness of the Community Engagement Framework and promote its use.
- Third Sector is better able to feed in relevant information in time for its consideration when decisions are being made by CPP.
- Third Sector is consistently informed of the CPP processes, joint planning opportunities and decision making processes, and vice versa.

- CPP have better information and understanding of community assets.
- Local communities/third sector are more involved in service delivery and improvement.
- Role of Third Sector as an important stakeholder is recognised.
- Local democracy strengthened, activity is better co-ordinated.
- Third Sector/local communities are more able to engage with CPP and public policy development.

### **Accountability Outcomes:**

Borders Third Sector Partnership will measure the success of third sector engagement.

- Develop a targeted approach to gathering evidence of the impact of the third sector.
- Work with CPP Partners to review the governance and accountability arrangements of the TSI as a result of changes brought in, ensure these are effective and clearly communicated to the Third Sector and Partners
- All CPP partners should be pro-active in submitting reports to the CPP Board for information on achieving outcomes relating to CPP Priorities: Reducing Inequalities, Economy and Low Carbon and Future Services Reform
- Improved understanding by the CPP of the diverse and invaluable impact of the Third Sector.
- Opportunities for partnership working between CPP partners and Third Sector organisations are increased.
- Clear understanding across the CPP and Third Sector with respect to governance and accountability of the CPP following the changes imposed by the Community Empowerment Bill.
- Improved awareness of Third Sector as to how they can work in partnership through CPP.
- CPP has clearer understanding of the benefits of volunteering for all those involved.
- CPP has greater understanding of how policy changes can impact on the Third Sector.

## **6. Recommendation**

**6.1** The CPP Board are asked to endorse the enclosed Scottish Borders Community Planning Improvement Plan in order for partners to take forward any appropriate actions.

**Name:**

**Designation:**

**Date:**

# Scottish Borders Community Planning Improvement Programme

## DRAFT IMPROVEMENT PLAN – JUNE 2015

### 1. COMMUNICATION

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>1.1 Increase Third Sector awareness and understanding of the Community Planning Process and the role of the TSI, and promote the Community Engagement Framework</b>					
1.1.1 Design and implement awareness-raising programme/materials which will inform the audience about the functions of the TSI and CPP, and CPP priorities for the Scottish Borders. These will be adapted for targeted groups.	Borders Third Sector Partnership (TSI)	Staff resource  Materials	August 2015	Presentation and other promotional materials developed and produced.  Newsletter articles produced and published  BTSP website reviewed and improved	The Third Sector has a greater understanding of the TSI, its structure and function in relation to community planning.
1.1.2 Deliver TSI/ CPP presentation at range of events organised by TSI/others. Use continual evaluation to adjust information to meet needs of our audiences.	Borders Third Sector Partnership (TSI)	Staff resource  Impact increased by effective evaluation	July 2016	Series of presentations delivered across the Borders to a range of audiences and evaluated	The Third Sector understands community planning, their place within the process and the changes delivered through the Community Empowerment Bill.
1.1.3 Host conference regarding the impact of the Community Empowerment Bill, including proposed changes to community planning	Borders Third Sector Partnership (TSI)	Conference overheads  Staff resource	22 August 2015	Conference delivered and evaluated	
1.1.4 Work with CPP to ensure the Third Sector understands public procurement policy, particularly with respect to adding value for community benefit. Work with Future Services Reform Community Benefit Group.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	June 2016	Number of Third Sector organisations informed  Third Sector organisations engaged in tendering for public contracts/sub-contracting	Increased awareness within Third Sector of how procurement policy can add value to communities

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>1.2 Raise awareness within CPP of the breadth of Third Sector activity in relation to Reducing Inequalities, Economy and Low Carbon and Future Services Reform.</b>					
1.2.1 Raise awareness of Third Sector organisations having an impact on the CPP priorities for the Scottish Borders, including their locality, focus, remit and outcomes  CPP Priorities: <ul style="list-style-type: none"> <li>• Reducing inequalities</li> <li>• Growing our economy and maximising the impact of the low carbon agenda</li> <li>• Future services reform</li> </ul>	Borders Third Sector Partnership (TSI)	Staff resource but should be contained within budgets  Risk – lack of engagement from Third Sector organisations  Risk – lack of engagement from CPP Partners	September 2016	Database of Third Sector organisations active in respect of CPP priorities is developed, maintained and distributed appropriately	Greater awareness and understanding between CPP Partners and Third Sector leading to potential for joint programmes of targeted work with focus on CPP agreed priority outcomes
<b>1.3 Develop a Third Sector/ CPP communication strategy which will engage and inform stakeholders</b>					
1.3.1 Deliver information session to increase CPP partners' awareness of TSI and Third Sector	Borders Third Sector Partnership (TSI)	Staff resource	September 2015	Information session delivered and evaluated	CPP Partners' awareness and understanding of TSI and Third Sector is increased.
1.3.2 Build on the Draft Induction Guide for CPP Board Members developed by the Improvement Service to enhance information from the Third Sector for the TSI Plan.	Borders Third Sector Partnership (TSI)  CPP	Staff resource	November 2015	Induction information produced;  Information sessions delivered	Wider CPP stakeholders have increased awareness and understanding of TSI/Third Sector

<b>Improvement</b>	<b>Lead</b>	<b>Implications [Risk, Cost, Resource]</b>	<b>Target Date</b>	<b>Measure</b>	<b>Outcomes</b>
1.3.3 Put in place a Third Sector Communications Protocol which will support robust two-way communication between CPP and Third Sector.	Borders Third Sector Partnership (TSI) and CPP	Staff resource  Risk - Perceived duplication	February 2016	Creation and distribution of standard reporting template to all partners attending and reporting on delivery team meetings	Accessible, meaningful, timely, accurate data and communication between CPP and Third Sector are established to ensure improved communications.
1.3.4 Develop and agree the CPP/Third Sector Communication Strategy which will support the Community Engagement Framework.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	March 2016	Communication Strategy agreed and implemented and aligned with Community Engagement Framework	As 1.3.3
1.3.5 Establish the necessary data management and security procedures for maintaining stakeholder information and communications data.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	May 2016	Procedures established and agreed	Trust with respect to data sharing between parties is strengthened through effective use of data security and agreed protocols
1.3.6 Use of current data will be used to develop Third Sector integration across all priority themes.	Borders Third Sector Partnership (TSI) and CPP	Staff resource	June 2016	Information resource created and in use by CPP Partners and wider Third Sector	All CPP Partners and stakeholders have improved access to information

## 2. REPRESENTATION

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>2.1 Ensure correct representation, engagement and participation of the TSI/Third Sector on the various CPP Theme Groups/working groups.</b>					
2.1.1 Establish and publish a shared calendar of meetings and events for CPP and Third Sector/community engagement. Develop a Terms of Reference for Third Sector Representation on CPP working groups.	Borders Third Sector Partnership (TSI)  CPP	Staff resource  Information resource	September 2015	Calendar maintained and published	Third Sector is better able to feed in relevant information in time for its consideration when decisions are being made by CPP.       Third Sector is consistently informed of the CPP processes, joint planning opportunities and decision making processes, and vice versa.
2.1.2 Continue to liaise with the Third Sector Forum to identify individuals with appropriate knowledge and skills base to represent the interests of the Third Sector at specific CPP Theme/working groups. Terms of Reference reviewed/agreed	Borders Third Sector Partnership (TSI)	Risk: representatives attending CPP meetings fail to feed back  Staff/travel cost implications for third sector organisations involved	ongoing  September 2015	Representatives identified by TSI and approved by Third Sector Forum, notified to CPP Manager  Terms of Reference for Third Sector Forum representatives agreed including mechanism for any training/induction required	
2.1.3 Establish a formal agreed framework for 2-way communications re Third Sector involvement in CPP groups and methods for its management	Borders Third Sector Partnership (TSI)	Staff resource to ensure all CPP representatives give feedback and that this is communicated to the wider Third Sector through effective networks	September 2015	2-Way communication process set up and working effectively	

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>2.2 Work with CPP Partners to ensure Third Sector involvement in the design of local service delivery, including supporting the wider third sector to effectively participate in and support new initiatives e.g. Scottish Borders Council Localities approach to improvement in services</b>					
2.2.1 Support the development of the Locality Framework across each of the 5 localities which includes development of Local Action Plans	Borders Third Sector Partnership (TSI) and  CPP	Staff resource	June/July 2015 and on-going as introduced	Information provided on local community facilities and services  Evidence of BTSP involvement as key stakeholder and link to engagement of wider third sector/community in Local Action Plans	CPP have better information and understanding of community assets  Local communities/third sector are more involved in service delivery and improvement
2.2.2 Identify and engage Third Sector 'champion' (SBC Elected Member) for inclusion in all communication.	CPP SBC (Elected Members)  Borders Third Sector Partnership (TSI)		September 2015	The 'Third Sector Champion' is a pivotal resource in terms of communications and promotion of the Third Sector to CPP and vice versa	Role of Third Sector as an important stakeholder is recognised and promoted by 'Third Sector Champion'.
<b>2.3 Work with CPP to raise awareness of the Community Engagement Framework and promote its use</b>					
2.3.1 Support a publicity campaign to alert the Third Sector and wider community of the new Framework document	Borders Third Sector Partnership (TSI)	Staff resource	September 2015	Newsletters Website info Online Borders Events and presentations	Third Sector/local communities are more able to engage with CPP and public policy development
2.3.2 Support local communities/third sector to review local Action Plans at Area Forums and share their own plans	Borders Third Sector Partnership (TSI)	Staff resource	September 2015 and ongoing	Attendance by wider community at Area Forum meetings  Increased partnership working	Local democracy strengthened, activity is better co-ordinated

### 3. ACCOUNTABILITY

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>3.1 Develop a targeted approach to gathering evidence of the impact of the third sector based on local demand</b>					
3.1.1 Identify and collect evidence of impact of the Third Sector upon CPP priorities. Demonstrate value of the contribution the sector brings.	Borders Third Sector Partnership (TSI)	Staff resource	September 2016	Information collated	Improved understanding of the diverse and invaluable impact of the Third Sector
3.1.2 Communicate evidence of the impact of Third Sector organisations with CPP Partners	Borders Third Sector Partnership (TSI)	Staff resource  Common template to facilitate impact reporting	October 2016	Information disseminated	Opportunities for targeted partnership working between CPP partners and Third Sector organisations are increased.
<b>3.2 Work with CPP Partners to review the governance and accountability arrangements of the TSI in accordance with national compliance. Ensure these are effective and clearly communicated to the Third Sector.</b>					
Raise Third Sector awareness of proposed changes and promote engagement in consultation	Borders Third Sector Partnership (TSI)  CPP	Community Empowerment Bill will potentially have significant resource impact and cost implications	March 2016 (as per Community Empowerment guidance)	The implications of the Community Empowerment Bill upon governance are communicated and consulted upon	Clearer understanding across the CPP and Third Sector with respect to governance and accountability of the CPP, following the changes imposed by the Community Empowerment Bill
Review of governance 2013 arrangements per Audit Scotland Action Plan and impact of Community Empowerment Bill	Borders Third Sector Partnership (TSI) with CPP	Staff resource	March 2016	Governance arrangements reviewed and approved	

Improvement	Lead	Implications [Risk, Cost, Resource]	Target Date	Measure	Outcomes
<b>3.3 All partners should be pro-active in submitting reports to the CPP Board for update, decision and/or information on achieving outcomes</b>					
3.1 Report on 3-4 key actions that each CPP partner is undertaking to deliver some/all the 3 priorities of the CPP	CPP	Common template to facilitate reporting for the Third Sector	August 2015 and ongoing	Outcomes-focussed 1 page highlight reports provided to CPP Strategic Board and circulated to Partners/stakeholders	Deeper understanding by all partners of what each CPP Partner offers  Improved awareness of Third Sector as to how they can work in partnership through CPP
3.2 Reports provided to CPP on the effects and implications of changes in national and local policy on the Third Sector in the Borders (e.g. H&SC Integration, Universal Credit, Welfare Reform)	Borders Third Sector Partnership (TSI)	Staff resource	February 2016 and ongoing	Reports provided	CPP has greater understanding of how changes can impact on the Third Sector